



## **REQUEST FOR PROPOSALS**

### **For the Operation Ferry Service to the Boston Harbor Islands National and State Park from Boston and Hingham**

**Boston Harbor Now, the non-profit partner of the Boston Harbor Islands National and State Park, seeks an experienced ferry boat operator to provide public ferry service from Long Wharf in Boston and Hewitt's Cove in Hingham to Georges Island, Spectacle Island, Peddocks Island, Lovells Island, Grape Island, and Bumpkin Island.**

<b>ISSUE DATE:</b>	November 13, 2019
<b>SEND IN QUESTIONS BY:</b>	December 6, 2019 5:00 PM
<b>RESPONSES POSTED TO WEBSITE:</b>	December 12, 2019 5:00 PM
<b>PROPOSAL DUE DATE:</b>	January 10, 2020 5:00 PM
<b>INTERVIEWS:</b>	mid-January



## TABLE OF CONTENTS

Summary of Existing Ferry Services	4
Public Ferry Ridership 2014-2019	4
The Opportunity	5
Boston Harbor Now	6
Boston Harbor Islands National and State Park	6
Georges Island	7
Spectacle Island	7
Peddocks Island	7
Lovells Island	7
Grape Island	8
Bumpkin Island	8
Visitation Trends	8
Pier and Docking Facilities	8
Annual Park Season and Operations Calendar	8
DCR Management of The Boston Harbor Islands	8
Term of Contract	9
Financial Structure	9
Marketing Partnership	9
Courtesies and Assumptions	10
Public and Private Events	10
Optional Services	11
Food Services	11
Additional Routes	12
Vessel Requirements	12
General Vessel Requirements	12
Vessel Accessibility Requirements	13
Criteria List	14
Term Sheet	25
Instructions to Proposers	31
Project Manager Contact Information	31

Schedule for Proposals, Questions, and Interviews	31
Questions	31
Delivery of Proposals	31
Content and Form of Proposals	32
Background Information	32
Operating Experience	32
Operations Plan and Management(s)	33
Concept and Marketing Plan	33
Financial Plan and Capability	33
Consideration and Evaluation of Proposals	33
Execution of Agreement	34
Information Provided	34
Confidentiality and Public Records	34
No Personal Liability	35
No Representation	35
Contract Requirements	35
Non-Discrimination and Diversity Policy	35
Insurance Requirements	35
Internal Controls	36
Reporting Requirements	36
Appendix A	37
2019 Scheduled Service and Fares	37
Appendix B	38
Courtesies	38
Appendix C	39
Island Ferry Ridership Trends	39
Appendix D	41
Public Programming on the Harbor Islands	41

## Summary of Existing Ferry Services

Mainland Departure Docks	Island Docks
Long Wharf, Boston Hewitt's Cove, Hingham	Spectacle Island Georges Island Peddocks Island Lovells Island Grape Island Bumpkin Island

## Public Ferry Ridership 2014-2019

\*approximate numbers

	2014	2015	2016	2017	2018	2019
<b>Total Public Ferry Ridership</b>	125,368	109,892	110,521	97,092	83,410	88,658

# The Opportunity

Boston Harbor Now is issuing this solicitation for public ferry services for the Boston Harbor Islands National and State Park (Park) on behalf of the Boston Harbor Islands Partnership. This Request for Proposals (RFP) is for public ferry service to the Boston Harbor Islands beginning in 2020.

A visit to the Boston Harbor Islands is an iconic Boston experience. Boston Harbor Now, the nonprofit partner of the Boston Harbor Islands Partnership, seeks a ferry operator to provide public access to six of the Harbor Islands: Georges, Spectacle, Peddocks, Lovells, Grape, and Bumpkin. These services currently depart from Island Gateways at Long Wharf in downtown Boston and from Hewitt's Cove in Hingham Bay.

The Park is a national and regional destination for recreational, leisure, and educational activities for residents and visitors to the Greater Boston area. There are 34 islands in the Park, six of which are serviced by the current ferry contract. Though some public docking and mooring facilities are available, the vast majority of the more than 100,000 annual visitors who visit these six islands arrive by ferry between May and October.

A legislated partnership, comprised of the National Park Service (NPS), the Massachusetts Department of Conservation and Recreation (DCR), the City of Boston (City), and Boston Harbor Now along with other Harbor agencies and organizations work together to manage the planning, development, operations, and maintenance activities on these islands. The Partnership is a federally-authorized body under Public Law 104-333 with Boston Harbor Now, a Massachusetts nonprofit corporation, acting as its authorized agent.

Boston Harbor Now is responsible for the contract that provides public ferry service to the Park from Long Wharf and Hewitt's Cove to Georges, Spectacle, Peddocks, Lovells, Grape, and Bumpkin Islands. Boston Harbor Now is issuing this Request for Proposal (RFP) for the provision of public ferry service in 2020 and beyond.

At a minimum, the proposer should provide a plan designed to provide direct or indirect fixed rate service to all the six islands. The Partnership is willing to be flexible in terms what the daily service schedules might look like. Service to the camping islands operated Friday through Sunday in 2019. Under the current MBTA contract, one ferry route provides connections between Hewitt's Cove and Georges Island as part of the summer schedule that also serves Long Wharf.

This RFP offers not only a unique business opportunity, but also a chance to align your business with the mission of the National Park Service (NPS) and to partner with the Massachusetts Department of Conservation and Recreation (DCR) to provide a first-class visitor experience on the Boston Harbor Islands.

The primary service requested of the operator is operating and managing a successful and financially sustainable seasonal public ferry service as well as other water transportation for special island programming, in partnership with Boston Harbor Now, DCR, and NPS. Over the past five years the ferry contract to the Boston Harbor Islands National and State Park has generated an average of \$1.3 million in gross revenues annually.

Boston Harbor Now, DCR, and NPS are committed to a partnership that provides an attractive business opportunity to a ferry operator who will make high-quality water transportation service available for park visitors, provide memorable experiences on the harbor, and generate revenues for reinvestment in the Park. The selected operator will be the preferred operator for all permitted special events requiring water transportation to Georges, Spectacle, Peddocks, Lovells, Grape, and Bumpkin Islands. Boston Harbor Now will refer all requests for special events to the selected ferry operator and will assist the ferry operator with planning and permitting special and public events.

## Boston Harbor Now

Boston Harbor Now is the legislated non-profit partner of the Boston Harbor Islands National and State Park Area. In this capacity, Boston Harbor Now supports the Park owners and managers through various activities, including procurement and management of contracts, business development, programming, activation, and marketing of the Park. Boston Harbor Now is authorized to manage capital projects and procure and manage the operator of public ferry services to Georges, Spectacle, Peddocks, Lovells, Grape, and Bumpkin Islands.

## Boston Harbor Islands National and State Park

The Boston Harbor Islands National and State Park is a regional natural asset with cultural significance and a unique combination of challenges for providing public access by ferry. The Park is comprised of 34 islands and peninsulas, each approximately four to ten miles from downtown Boston. The Boston Harbor Islands National and State Park is one of 419 National Park Service units nationwide. The Park is the largest public open space in Boston, providing over 2,000-acres of recreational, historic, and educational opportunities. Many locations in the Park are open year-round, but public ferry service, visitor amenities, and programming on the most visited islands are offered seasonally from mid-May to mid-October.

The islands are centrally located within the Greater Boston metropolitan area, which is home to approximately 4.6 million people. There were an additional 21.6 million visitors to Greater Boston in 2018.

A map of the Park and additional information can be found at [www.bostonharborislands.org/about-the-park](http://www.bostonharborislands.org/about-the-park).

## Georges Island

Georges Island is a 53-acre island 7 miles from downtown Boston – an approximately 45-minute ferry ride for visitors. It is home to historic Fort Warren, a Civil War-era fort that served as a prison for Confederate soldiers and is known for its graceful granite archways and reputed ghost, the Lady in Black. The fort and its grassy parade ground are a popular place for a scenic and rejuvenating walk. Visitors can take a ranger-guided tour or visit the museum with exhibits about the history of the fort. They can also enjoy a picnic under the shade of a tree or get exceptional views of the surrounding Harbor Islands and Boston Light from the ramparts and towers. Georges Island is a frequent stop for the island ferries and provides a jumping-off point for other islands. Public ferry service to Georges Island starts in mid-May and ends in mid-October each year. Approximately 65,000 visitors come to the island annually.

## Spectacle Island

Spectacle Island is a 114-acre island just 4 miles from downtown Boston and a 30-minute ferry ride for visitors. Spectacle Island is ideal for hiking, swimming, boating, and learning. Visitors can stop in at the visitor center with exhibits about the history and evolution of the island, take a hike on the 5 miles of trails, or go for a swim on a supervised beach in the summer. Many people take in panoramic views of the Harbor and City from the north drumlin, the highest vantage point in the Boston Harbor Islands. The marina and moorings also make it a popular destination for boaters. Spectacle Island opens upon arrival of the first ferry in mid-May and closes mid-October each year. Approximately 40,000-50,000 visitors come to Spectacle Island annually.

## Pedlocks Island

Pedlocks Island is a 212-acre island approximately 8 miles from downtown Boston. This is the largest publicly accessible island in the Park. Pedlocks Island is picturesque, rich in history, and off the beaten path. Historic structures, such as Fort Andrews, built at the start of the 1900s, along with the restored WWII-era Chapel, dot the landscape in the northern part of the island. Pedlocks Island is also rich in biodiversity and is home to diverse wildlife. This island is ideal for a day of hiking or bird watching or for camping overnight in yurts and tents. Pedlocks Island ferry services begin in late June and run through Labor Day. Approximately 4,100 visitors come to visit Pedlocks Island annually.

## Lovells Island

Lovells Island is a 52-acre island that is accessed via the inter-island ferry from Georges, Spectacle, and Pedlocks Islands. There are five-gun batteries from the Spanish American War and other military buildings from former Fort Standish. Lovells Island has campsites and a beach that looks out over the Atlantic. Lovells Island ferry services begin in late June and run through Labor Day. The island receives approximately 6,000 visitors annually.

## Grape Island

Grape Island is a 110-acre island. It is a favorite spot for any outdoor enthusiast. This destination is ideal for hiking, sea kayaking, bird watching, exploring nature, and camping.

## Bumpkin Island

At 33 islands, Bumpkin Island is one of the smallest and most natural islands accessible by public ferry. It is a popular camping island.

In 2018 and 2019, Grape and Bumpkin islands could be accessed at limited times on the Inter Island loop ferry with service on Fridays, Saturdays, and Sundays.

## Visitation Trends

Visitation peaks sharply in July and August. August is generally the busiest month of the year. More than 80% of park visitation occurs in the period from mid-June until early September. Georges Island and Spectacle Island are the most frequently visited islands in the Park with the most ferry service, facilities, food services, programming and other amenities. These two islands are also used to host most of the private events in the Park.

## Pier and Docking Facilities

The operator will have rights to island docking facilities with unimpeded access during regularly scheduled stops. However, the floats and docks are also shared with DCR vessels.

Any modifications or improvements to docking facilities beyond their current configuration, proposed by the operator to accommodate various vessel types and the loading/offloading of passengers would be the responsibility of the operator and must be approved in advance by Boston Harbor Now and DCR.

## Annual Park Season and Operations Calendar

Spring Season: Mid-May to Mid- June

Summer Season: Mid-June to Labor Day

Fall Season: Labor Day to Columbus Day

The 2019 ferry schedule is available at [www.bostonharborislands.org/ferry-schedule](http://www.bostonharborislands.org/ferry-schedule).

## DCR Management of The Boston Harbor Islands

Five of the islands included in the RFP and all their facilities are owned and managed by DCR. Spectacle Island is owned jointly by the City of Boston and DCR, and it is managed by DCR. Boston Harbor Now



supports DCR, NPS, and the City of Boston operations on the Islands through various activities including procurement and management of vendors and operators. The selected operator will be under contract to Boston Harbor Now to provide services, but as the property owner and manager, DCR has ultimate authority on all island operations. Boston Harbor Now and DCR will work jointly with the operator to plan and manage ferry services on the islands. DCR staff are the primary contact on the islands for resolving day-to-day operational concerns and to ensure coordination and integration with park operations and the needs of the visiting public.

## Term of Contract

Boston Harbor Now is seeking a ferry operator for a five-year contract with the option to extend for two additional five-year periods, if agreeable to all parties. Boston Harbor Now reserves the right to renegotiate an extension of the terms of the services for a total period of up to fifteen years.

## Pier and Dock Access

The ferry operator will have the right to exclusively access 92 lineal feet of dock on the north-side of Long Wharf for the purposes of this service with allowance for vessels of up to 115 feet during the operating months from 6:00 AM-10:00 PM. In addition, the contractor will be allowed to utilize the three westerly facing ticket windows at the Central Gateway during the operating months. The contractor will be required to pay a monthly fee to utilize these facilities. Landing rights will also be afforded to the operator without charge on all of the DCR park islands serviced by this contract: Georges Island, Spectacle Island, Peddocks Island, Lovells Island, Grape Island, and Bumpkin Island.

## Financial Structure

Boston Harbor Now invites and expects proposers to submit a financial proposal appropriate for the successful and profitable operation of the ferry services requested. The proposal must include a financial contribution to the Park through Boston Harbor Now, either in the form of a fixed payment, a percentage share of revenue, or both.

This business opportunity has potential for significant revenue growth in future years, and Boston Harbor Now expects that the selected operator will put forward a marketing and operational plan designed to help the Partnership increase island visitation and grow revenues over the period of the contract.

## Marketing Partnership

Boston Harbor Now expects that the selected operator will develop and implement a robust marketing plan to attract visitors to the Islands that complements the marketing efforts of Boston Harbor Now and

its partners, including other vendors and operators. All materials promoting the Harbor Islands and ferry service must be approved by Boston Harbor Now prior to circulation and whenever possible should recognize and acknowledge Boston Harbor Now, DCR, and NPS. Use of the Boston Harbor Islands National and State Park logo, the NPS emblem, the DCR emblem, or the City of Boston emblem in any promotional material or on site is encouraged but are only allowed with the prior written permission of Boston Harbor Now.

Boston Harbor Now will favorably view proposals that demonstrate an awareness that the ferry services are a part of the visitor experience and that the entrance to the Park begins on the mainland docks. The ferry operator should demonstrate a commitment to support visitors, park managers, and the park community.

Boston Harbor Now will require the ferry operator to share contact information and zip codes for groups and individuals purchasing tickets to the Islands for future marketing purposes.

## Courtesies and Assumptions

NPS, DCR, and Boston Harbor Now provide opportunities throughout the summer for youth groups to visit the Harbor and the Islands. In the summer of 2019, Boston Harbor Now offered subsidized access to more than 40,000 youth and families through a variety of access programs throughout the Harbor.

Boston Harbor Now will also from time to time ask the operator to help us manage transportation for events open to the public that we sponsor throughout the summer. For example, in past seasons we have hosted road races, an opening of a public art exhibit, and a concert series. The single largest event each of the past five years has been Boston Harbor Now's annual fundraising event with upwards of 500-600 guests, which is held in June.

Please reference Appendix B for further details.

## Public and Private Events

Public and private events are truly unique opportunities on the islands. The remarkable views of Boston, and the Harbor with these island settings make them a magical place for a corporate or family event. The special events business is run by the concessions operator and is expected to include both public and private events, such as the historically successful summer evening clambakes on Spectacle Island, and to provide memorable corporate or family events such as weddings. The selected operator will work closely with the concession operators on the islands to coordinate and book transportation for these events.

Boston Harbor Now, DCR, and NPS are committed to providing an opportunity for a successful business undertaking that is in keeping with the ethos of a public park. We believe there is significant growth

potential in this business. In recent seasons the operator has hosted about 35 events per season. These range from daytime lunch events with backyard games and grilling menus to weddings and rehearsal dinners to evening events with full New England clambakes.

Responders are encouraged to think creatively about how to design and market these events in partnership with Boston Harbor Now and the concession operators, keeping in mind that they should be appropriate to a public park. These events will also be marketed by Boston Harbor Now and our park partners through park channels such as the trip planning website at [www.bostonharborislands.org](http://www.bostonharborislands.org), the Park newspaper, and digital newsletters.

Boston Harbor Now, DCR, and NPS reserve the right to choose another operator for their own public, private, and special events if the operator is not able to provide appropriate quality of services.

## Optional Services

Though not a requirement of this RFP, the Operator is encouraged to consider the option of providing the services described below and to propose new ways to provide existing transportation services or to expand beyond the routes as they are currently configured.

### Food Services

Boston Harbor Now also invites ferry operators to submit a proposal that includes opportunities to partner with us to provide other services beyond ferry transportation to the islands. As part of our legislated authority, Boston Harbor Now also administers the concessions and special events business contracts for public and private events on both Georges and Spectacle Islands.

There is an opportunity for the vendor to operate and manage a profitable seasonal food service and special event business on Georges and Spectacle Islands in partnership with Boston Harbor Now, NPS, and DCR. Over the past five years, the concessions and special events on Georges and Spectacle Islands have generated an average of \$612,000 in gross revenues (\$259,000 from the concessions and \$354,000 from special events). Additionally, the vendor will also have an opportunity to operate and manage a Beer/Wine Garden on Spectacle Island and/or sell retail merchandise such as Boston Harbor Islands branded clothing, beach accessories on the waterfront at Spectacle Island, and history books and collectibles in the gift shop at Fort Warren on Georges Island, as well as have the option to expand to online sales.

Boston Harbor Now, DCR, and NPS are committed to a partnership that provides an attractive business opportunity to a vendor who will make high-quality food service available for park visitors; provide memorable special events such as clambakes or family and corporate functions in the spectacular setting of the Park; offer quality Park-themed merchandise for sale; and generate revenues for reinvestment in the Park all while providing a reliable quality transportation experience as part of the visit.

Further details on this opportunity can be found in the Food Concessions and Special Events RFP 2019 available at [www.bostonharbornow.org/wp-content/uploads/2017/01/2019-Food\\_Concessions-RFP-Final.pdf](http://www.bostonharbornow.org/wp-content/uploads/2017/01/2019-Food_Concessions-RFP-Final.pdf).

## Additional Routes

Operators may also submit a proposal that includes the provision of some additional services to the Islands from other potential Island Gateway locations such as Pemberton Point in Hull, NPS Pier 1 in the Charlestown Navy Yard, DCR's Squantum Point Park in Quincy, or the ferry docks in Lynn or Salem. Any additional services may require future agreements to secure dockage rights at these landside facilities.

# Vessel Requirements

## General Vessel Requirements

All operator-supplied vessels proposed for service must:

- Be in good operating condition with clean interiors and exterior and good visibility from the windows.
- Be equipped with one life preserver per passenger.
- Provide on board public access to cardiopulmonary resuscitation equipment and Automated External Defibrillator (AED). The Captain must be licensed in CPR and AED equipment use. All equipment must be properly maintained according to manufacturer standards. Current CPR guidelines must be followed as required by the United States Coast Guard.
- Comply with all applicable United States Coast Guard, and Department of Homeland Security requirements. All vessels must comply with all applicable United States Coast Guard and Department of Homeland Security requirements. With regard to 33 CFR, Chapter 1, Subchapter H, Part 104 --- Maritime Security – Vessels, the operator will provide Boston Harbor Now with a current letter from the Coast Guard Commanding Officer, Marine Safety Center, acknowledging approval of a Vessel Security Plan and any approved revisions or amendments thereto, for each vessel proposed for this service. Approval letter(s) will be provided to Boston Harbor Now 10 days prior to the start of service and updated annually.
- Comply with federal, state, and local speed, wake and wash limits at all times of contract duration.
- Use lower sulfur fuel for Operator-owned vessels wherever possible.
- Have a working sound system for clearly sharing safety messages and narration.

## Vessel Accessibility Requirements

All vessels must comply with all applicable accessibility requirements at the time of the contract award, including conformance with all Federal Americans with Disabilities Act (ADA), State Massachusetts Architectural Access Board (MAAB), local and any other applicable regulations.

All vessels must be equipped with restroom facilities, including as required by ADA and MAAB at the time of contract award.

The operator is responsible for compliance with all applicable current and future Coast Guard, Federal, state, and local guidelines, statutes, and regulations for accessible service.

## Criteria List

Requirement	Criteria	Alternatives	Objectives	Notes
Fares				
Fares	2019 fares: \$19.95 for adults \$12.95 for children \$14.95 for seniors \$14.95 for military \$14.95 for students FREE for children < 3		Develop a fare structure that makes the islands accessible while valuing the experience of the boat trip and the islands and considering the costs of ferry operations.	We seek a fare structure that is affordable, drives visitation, and is focused on attracting a diverse customer base.
Discounted fares	Current courtesies: free rides for a minimum of 5,500 passengers and reduced fares for a minimum of 7,500 passengers annually. BHN will purchase a minimum of 3 free ferry days at a negotiated rate to allow access to Spectacle and Georges Island from Long Wharf.	Change fare structure to provide lower cost trips "off peak"	Provide ways for low-income residents of Greater Boston to access the Islands.	Boston Harbor Now is committed to continuing these programs.

Seasonal Service Requirements				
Spring Season	The spring season should begin on the third Saturday in May (9 days before Memorial Day)	Begin the season one week earlier or later	Maximize sales and visitation opportunities. Provide weekend service to Georges and Spectacle Island with weekday service available to at least one island and by arrangement at a discounted rate for school groups	Consider scale pricing for shoulder seasons.
Summer Season	The summer season should begin no later than the third Friday in June and continue through Labor Day.	Begin the season the second (preferred) or third Friday in June.	Maximize sales and visitation opportunities. Align the increased level of service to include camping islands on weekends, to accommodate for peak visitation time for summer visitors in Boston	

Fall Season	The fall season should run through the second Monday in October.		Maximize sales and visitation opportunities. Provide weekend service to Georges and Spectacle Island with weekday service available to at least one island and by arrangement for school groups	Consider scale pricing for shoulder seasons.  Fall visitation has historically declined significantly. Boston Harbor Now encourages the operator to try to link trips to fall tourism, particularly via the cruise port.
Service to the Islands				
Service to Georges Island	Direct service to Georges should be the most frequent. Currently service is available every day throughout the season. With 4 trips per day except on summer weekends when there are 7 trips per day.	Schedule and vessel selection should demonstrate the minimum capacity to transport a minimum of 1,500 – 1,800 people to and from Georges on summer weekends and a minimum of 800 - 1,000 people on all other days	Provide sufficient access to Georges Island to continue to increase visitation.	Ideally, we would like visitors to be able to arrive and depart with variable time options (2, 4, 6 hours at a time)



Service to Spectacle Island	Direct service to Spectacle Island should be readily available, especially on weekends and summer weekdays. Currently, there are 3 off-season weekend trips to Spectacle and 5 daily trips in the summer.	Schedule and vessel selection should demonstrate the capacity to transport a minimum of 900 – 1,200 people to and from Spectacle on summer weekend and minimum 600 - 900 people on all other days.	Provide sufficient access to Spectacle Island to continue to increase visitation.	<p>Ideally, we would like visitors to be able to arrive and depart with variable time options (2, 4, 6 hours at a time)</p> <p>Spectacle has a new tent creating potential for special events.</p> <p>Later departures on summer evenings are also encouraged.</p>
Service to Peddocks	Service to Peddocks Island should be available at least three times per day on weekends. Four is preferred.	Schedule and vessel selection should demonstrate the capacity to transport a minimum of 400 - 600 people to and from Peddocks on summer weekends. Service to and from Peddocks at least once per day on spring/fall weekends and summer weekdays is desired.	Service to Peddocks is essential to growing visitation and expanding programs and development on the island.	<p>Service to/from Peddocks from Boston and/or South Shore.</p> <p>Negotiable: We encourage the operator to propose direct departures from Hingham.</p> <p>Peddocks also has potential for special events.</p>
Inter-island Service	An inter-island vessel should run daily in the summer connecting Spectacle, Georges, Peddocks, and Lovells, Grape, and Bumpkin		Service should be designed to allow people to visit two islands per-day and focus on camping connections to Lovells.	Boston Harbor Now will consider alternative proposals or on-call service to Grape and Bumpkin camping islands. Sub-contractors will be considered.

Camping islands on-call service	To provide service to Grape and Bumpkin as well as additional options to Lovells and Peddocks, a subcontract should be created with set prices for on-call services from Hingham or Hull. These fares can match or slightly exceed ferry rates while being published in a way that allows for clear booking and predictable pricing.		Service provided to campers should allow passengers to access the smallest public islands at times that are convenient for them. Campers should be able to plan ahead for access to the island.	Boston Harbor Now would consider alternative proposals for transportation to the camping islands (Lovells, Grape and Bumpkin Islands)  Sub-contractors will be considered
Revenues and Profit Sharing				
Revenues	Ferry operator collects and retains fares as well as any galley revenue collected on board.			
Profit Sharing (Earned Revenue goes to Boston Harbor Now)	Determine a percentage amount of revenue to be shared with the Partnership for reinvestment in the islands.		Develop a source of earned revenue associated with the ferry service that can be reinvested in the Park to support increased use of the islands	

Visitor Experience, Marketing, and Communications				
Marketing	The ferry service provider should work collaboratively and in partnership with Boston Harbor Now to create marketing materials for the park. Marketing activities will include, at a minimum, digital and printed materials, on-board marketing, signage, and Park ferry service branding and identification. It should also include online marketing, promotion, schedule and fare-information.			<p>The ferry ride is a significant part of the experience. Boston Harbor Now believes there are synergies in coordinating efforts to market the Park. Boston Harbor Now annually commits significant resources to increasing visitation on the Harbor Islands.</p> <p>The operator is encouraged to consider partnering with complementary businesses and brands to raise additional revenues to offset operating costs.</p>
Signage and other informational material	Signage on the dock and on board the vessel should provide clear way-finding and information about visiting the Harbor Islands.		Improve visitation and sales as well as the quality of the experience and the branding of the islands.	

On-board and on-dock experience	<p>Announcements on-board the vessel should welcome passengers to the Boston Harbor Islands State and National Park. Signage on the dock and on board should also provide information about the island, other islands, and the programming for the week.</p> <p>Narration by on-board personnel that contextualizes the park should be part of the outbound transit.</p> <p>The dock should be considered as part of the park experience.</p>		<p>Improve the quality of the experience and the branding of the islands.</p> <p>This is also an opportunity to highlight the Partnership and other parts of the Park that they may not visit that day.</p>	<p>The Boston Planning and Development Agency, which owns Long Wharf, has proposed designing a ferry center and public open space where the Chart House parking lot is today.</p>
Data collection and sharing				
Data collection	<p>Number of passengers should be tallied daily on a per-vessel and per-island basis.</p> <p>Email addresses and zip codes of passengers booking tickets through online platform should be collected and shared with Boston Harbor Now on behalf of the Partnership. Passengers may opt out of email collection.</p> <p>Passengers buying tickets in person should be asked for their zip-code.</p>		<p>Better understanding of passenger demand to the islands that can inform adjustments to service and to program.</p> <p>Ability to reconnect with Harbor Island visitors and to share information about relevant upcoming events and programs.</p> <p>Tracking the origin of passengers and matching it to the ridership data helps</p>	

			to determine the kind of visitors being attracted to the islands and the breakdown between local residents and tourists helping to define and target marketing.	
Data sharing	<p>Passenger count data for vessels and islands on a trip by trip basis should be submitted to Boston Harbor Now on a weekly basis.</p> <p>Email addresses should be shared with Boston Harbor Now on a monthly basis to be used for outreach and marketing.</p>		<p>Decisions being made annually should be informed by data delivered on an ongoing basis.</p> <p>With email addresses, Boston Harbor Now and the operator will be able to follow up with island visitors, subscribe them to e-news blasts, provide them with marketing material for future visits to the islands.</p>	
Optional Services				
Programming partnership	We encourage the Operator to be a partner in organizing a set of activities at the gateways and/or on the Islands to drive visitation and market share.		Boston Harbor Now believes the entire visitor experience begins at the dock and includes the ferry ride, island experience and	Boston Harbor Now would be willing to discuss programming and partnership opportunities designed around creative placemaking to grow visitation

			the return voyage. Boston Harbor Now is interested in developing a strong partnership with the ferry vendor to grow and enhance the experience.	the islands.
Optional food concessions and special events business	<p>Operate two existing seasonal concessions and special events business on Georges and Spectacle Island in Boston Harbor; with two additional allowed options for:</p> <ul style="list-style-type: none"> <li>-Launching and operating a Beer/Wine Garden on Spectacle Island; and</li> <li>-Retail merchandise sales on Georges and Spectacle Island</li> </ul>		Food is considered a key element of the park visitor experience. The special events business includes both events open to the public, such as the very successful summer evening clambakes on Spectacle Island, and to provide memorable corporate or family events such as weddings, at a variety of price points	<p>The Food Concessions and Special Events RFP 2019 and further details can be found <a href="http://www.bostonharbornow.org/wp-content/uploads/2017/01/2019-Food_Concessions-RFP-Final.pdf">www.bostonharbornow.org/wp-content/uploads/2017/01/2019-Food_Concessions-RFP-Final.pdf</a>.</p> <p>Retail sales should focus on island preparedness products and products that enable the visitor to remember or share their island experience.</p>

Optional additional routes to new gateways	Operator will have the option of proposing and/or providing some additional services to the Islands from other locations such as Pemberton Point in Hull, NPS Pier 1 in the Charlestown Navy Yard, DCR's Squantum Point Park in Quincy or ferry docks in Lynn or Salem.			Any additional services from these locations will require separate licensing agreements for dock access.
Optional additional services with Park Partners	Operator may wish to consider the option of providing other services in conjunction with DCR and NPS including historic boat tours to the Charlestown Navy Yard.			

Sustainability				
Sustainable practices	The ferry operator should share a list of their environmentally sustainable practices.		Boston Harbor Now works to promote best practices of environmental stewardship and sustainability. We encourage low emission vessels, trash recycling and other strategies.	



## Term Sheet

The following Term Sheet summarizes in the general terms and conditions proposed for an operating agreement to provide regular water transportation services to the Boston Harbor Islands. As described in Compensation (term 11) below, the provider of the Ferry Services shall collect fares for the Ferry Services in accordance with agreed fare schedule and service levels, and retain the fares, less fees, for its use in providing the Ferry Services.

The terms and conditions listed below are preliminary. The final terms and conditions will be subject to negotiation with shortlisted proponents.

Several appendices provide additional information about the existing ferry service to the Islands along with visitation and programming. Appendix A outlines the 2019 operating season schedule and the fare schedule, Appendix B provides an overview of courtesies, graphs of ridership trends appear in Appendix C, and Appendix D includes a summary of public programming on the Islands and links to detailed schedules.

	Term	Provision
1.	Agreement	<p>Subject to the terms and conditions of an operating agreement (the “<u>Agreement</u>”) to be entered into by Boston Harbor Now and a private party (the “<u>Operator</u>” and, together with the Partnership, the “<u>Parties</u>”), Boston Harbor Now shall grant to the Operator the exclusive right to perform the Ferry Services and engage in the Other Commercial Activities during the Term (as defined below).</p> <p>The Partnership is a federally-authorized body organized and existing under Public Law 104-333 with Boston Harbor Now, a Massachusetts nonprofit corporation, acting as its authorized agent.</p> <p>The Operator will have the obligation to perform Ferry Services as stipulated in the Performance Standards set forth in the Agreement at the Operator’s own cost and risk. The repayment of any debt or equity arranged by the Operator to finance the Project will be the responsibility of the Operator without recourse to the Partnership or Boston Harbor Now.</p>

2.	<b>Term</b>	<p>The Term of the Agreement will be effective for five (5) years, starting in April 2020 to March 2025. The Term will allow the option for two additional five (5) year periods for the provision of Ferry Service if agreeable to the Parties.</p> <p>Boston Harbor Now reserves the right to renegotiate an extension of the terms of the services for a total period of up to fifteen years.</p>
3.	<b>Project Scope</b>	<p>The Ferry Services will entail operating from Boston's Long Wharf North in Downtown Boston and from Hewitts Cove in Hingham on the South Shore. The Ferry Service will provide access for visitors, NPS and DCR staff, and volunteers to the following islands: Georges, Spectacle, Lovells, Peddocks, Grape and Bumpkin.</p> <p>The Operator will have priority access to the Department of Conservation and Recreation (DCR) docks on the islands and will have the right to use the terminals at Long Wharf and Hewitt's Cove. The Operator will be required to maintain safe, convenient, and ADA accessible docking, passenger waiting, and ticketing facilities at the mainland locations. This will include the provision of adequate signage and personnel to provide scheduling and fare information and ensure passenger safety while queueing, boarding, and disembarking vessels. The Operator will collect fares for trips from the mainland for visitors according to a defined fare schedule.</p>
4.	<b>Courtesies</b>	<p>The Operator will also be required to provide some transportation for free and reduced fares to a predetermined number of passengers -- principally, free passage for at least 5,500 passengers and reduced fares for at least 7,500 passengers annually, according to policy approved by the Parties. Other courtesies include several additional sailings and promotional rebates upon request by the contract administrator as well as the transport of a predetermined number of island employees daily. The requirements for the Operator in this regard are detailed in Appendix B.</p>

<b>5.</b>	<b>Additional Sailings</b>	The Operator will be asked to provide, on occasion, additional sailings outside the regular schedule and not included as part of service courtesies. The Operator will be asked to provide a rate that would be charged to Boston Harbor Now for such sailings for educational, community, and park related purposes, assuming a minimum vessel capacity of 150 passengers.
<b>6.</b>	<b>Other Commercial Activities</b>	The Operator will be allowed and encouraged to engage in Other Commercial Activities. These could include, among other things, concessions on-board or at ticket booths; advertising activities at terminals, piers, or vessels; and trips or routes other than those required to be provided as part of the Ferry Services (see below).
<b>7.</b>	<b>Additional Routes and Services</b>	The Operator will be encouraged to develop additional routes and services, particularly as they are consistent with the Parties goals of providing sustainable leisure and educational activities in Boston Harbor. One example of such a service could be a historically-themed ferry tour of the Inner Harbor, utilizing The National Park Service's dock at Pier 1 in the Charlestown Navy Yard as a base. Additionally, the Operator may schedule additional trips for any route in the base Ferry Services for special events and programs with the consent of the Partnership.
<b>8.</b>	<b>Changes to Base Service</b>	The 2019 schedule and fares are considered the basic Ferry Services that will provide a minimum level of accessibility to Boston Harbor Islands. However, minimum accessibility may be satisfied with a different service and capacity schedules. Boston Harbor Now would consider alternative proposals from potential Operators that meet the required accessibility and ridership capacity.
<b>9.</b>	<b>Marketing</b>	The Operator will be responsible for marketing and promoting the Ferry Services in close coordination with the annual programs of NPS, DCR, and Boston Harbor Now. Marketing activities will include, at a minimum, digital and printed materials, narration, on-board marketing, signage, and Park ferry service branding and identification. It should also include online marketing, promotion, and schedule and fare information. Although not a term requirement of minimum spending, past marketing benchmarks have accounted for 15% to 17% of the Ferry Service's operating costs.

<b>10.</b>	<b>Federal Requirements</b>	The Operator shall operate vessels that have U.S. Coast Guard Certificates of Inspection and meet regulations as outlined in Coast Guard Regulations and CFR, Title 46.
<b>11.</b>	<b>Compensation</b>	The Operator shall collect fares for the Ferry Services in accordance with agreed fare schedule and service levels and retain the fares for its use in providing the Ferry Services. The Operator's compensation for providing the Ferry Services will be entirely from collected fares as well the concession (galley) or retail revenues referred to in the Project Scope above.
<b>12.</b>	<b>Revenue share Franchise Fee or Park Improvement Fee</b>	The Operator is expected to propose a fee or revenue share for the right to operate the Ferry Services. The fee will be paid to Boston Harbor Now as an agent of the Partnership and could be structured as a per passenger fee or as a percentage of gross receipts. There may be a surcharge of at least \$1 on each ticket sold to be deposited into a designated account as a park improvement fee.
<b>13.</b>	<b>Capital Improvements</b>	The Operator will provide service from existing facilities provided by the Parties. If repairs or improvements are necessary for safe operations, the Operator will support efforts by the Parties to facilitate repairs or improvements. Dock and pier facilities at designated landing sites will be maintained by the Parties in good working order. Capital repairs to these facilities on Peddocks, Georges, and Spectacle Islands are ongoing, however all facilities will be functional beginning in service year 2020. Vessel specific equipment such as transition plates, fixed lines, ramps or gangways will be the responsibility of the operator.
<b>14.</b>	<b>Ownership of Project Assets</b>	The Operator will provide its own vessels for the service as well as all maintenance tools, supplies, and parts. The Operator will also provide office space and equipment as necessary for management and promotion of the Ferry Services. Neither Boston Harbor Now nor the other Parties will provide any physical assets other than landing sites.

<b>15.</b>	<b>Employees, Subcontracting and Key Personnel</b>	<p>The Operator will be responsible for recruiting, hiring, and managing all staff required to operate, manage, and promote the Ferry Services.</p> <p>The Operator will be able to subcontract services as needed to reduce costs, address peak service demand, and/or improve efficiency.</p> <p>Key personnel will be identified by the Operators before the start of the contract and will not be changed without notifying the Partnership.</p>
<b>16.</b>	<b>Permits</b>	<p>The Operator will be responsible for obtaining all business and operating permits required.</p>
<b>17.</b>	<b>Safety Plan</b>	<p>The Operator will be required to submit a clear and detailed Safety Plan to be approved by the Partnership.</p>
<b>18.</b>	<b>Payments to the Partnership</b>	<p>The Operator will provide compensation to the Partnership in accordance with the fees defined in term 12 and through a payment system to be negotiated by the two parties.</p>
<b>19.</b>	<b>Step-In Rights of Partnership</b>	<p>Boston Harbor Now reserves the right to assume or assign any or all of the operational elements of the service if the Operator fails to meet the performance requirements defined in the contract.</p>
<b>20.</b>	<b>Books and Records; Audit Rights</b>	<p>Boston Harbor Now reserves the right to audit the Operator's financial, management, and maintenance records at any time with a minimum of five business day's notice.</p> <p>At Boston Harbor Now's request, the Operator shall submit weekly ridership reports; monthly summary reports of passenger trips by day and destination, revenues, free passes and fare categories; and an annual end of year pro-forma detailing its operating expenses and profit and loss statement.</p>
<b>21.</b>	<b>Restrictions on Transfer</b>	<p>Boston Harbor Now reserves the right to review and approve any proposed transfer of responsibilities from the Operator to a third party.</p>

<b>22.</b>	<b>Compliance with Laws</b>	The Operator shall comply with all laws of the Commonwealth of Massachusetts and the United States of America applicable to it.
<b>23.</b>	<b>No Agency</b>	Nothing herein or in the Agreement shall be deemed to create either a partnership or joint venture between the Parties or convey to either Party, by operation of law or otherwise, any interest in, right to, or ownership of any property of the other Party or that Party's affiliates. Nothing herein shall be deemed to grant a Party an ownership interest in any of the other Party's assets. Neither Party is an agent of the other Party for any purpose.
<b>24.</b>	<b>Disputes</b>	If business matters or disputes cannot be reconciled between Boston Harbor Now and the Operator, disputes shall be submitted to binding arbitration prior to commencement of any other judicial proceeding.
<b>25.</b>	<b>Governing Law</b>	The Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts and the applicable laws of the United States of America throughout the course of the contract.
<b>26.</b>	<b>Insurance and Indemnification</b>	<p>To the fullest extent permitted by law, the Operator shall indemnify and hold harmless the Parties, Boston Harbor Now, the Commonwealth of Massachusetts, the United States, and their respective officers and employees from and against all claims, liabilities, suits, damages and expenses arising out of the performance of this contract.</p> <p>The Operator will provide the following insurance:  Workers Compensation and Employee Liability Insurance, with endorsements provided by the Longshoremen's and Harbor Workers Compensation Act Comprehensive General Public Liability Insurance with extensions for Docks, Piers and Gangways, Hull Insurance.  For further details, refer to the Contract Requirements section.</p>

# Instructions to Proposers

## Project Manager Contact Information

The RFP contact at Boston Harbor Now is Jack Murray, VP Partnerships and Operations. All questions should be addressed to [ferryrfp@bostonharbornow.org](mailto:ferryrfp@bostonharbornow.org).

## Schedule for Proposals, Questions, and Interviews

**ISSUE DATE:** November 13, 2019

**SEND IN QUESTIONS BY:** December 6, 2019 5:00 PM

**RESPONSES POSTED TO WEBSITE:** December 12, 2019 5:00 PM

**PROPOSAL DUE DATE:** January 10, 2020 5:00 PM

**INTERVIEWS:** mid-January

## Questions

If you have any questions about this RFP, please submit questions in writing via email to Jack Murray at [ferryrfp@bostonharbornow.org](mailto:ferryrfp@bostonharbornow.org) by **December 6, 2019**. Answers to all questions will be posted to the Boston Harbor Now website at [www.bostonharbornow.org/current-rfps](http://www.bostonharbornow.org/current-rfps) by **December 12, 2019**.

## Interviews

The Selection Committee will include representatives from the Boston Harbor Islands Partnership and its organizations. The Committee may decide to meet with certain proposers in **mid-January**.

## Delivery of Proposals

**One (1) original and five (5) copies of sealed proposals (including five copies of all required attachments) must be received by Boston Harbor Now by January 10, 2019** by hand or mail delivery. A digital copy of the complete proposal must be sent by email by the same deadline to [ferryrfp@bostonharbornow.org](mailto:ferryrfp@bostonharbornow.org).

The original plus five (6) copies of the proposal should be on 8 1/2" X 11" paper. Illustrations may be included. All proposals must be delivered in sealed envelopes bearing the name of the proposer on the outside and should be addressed to:

Jack Murray, VP Partnerships and Operations,  
Boston Harbor Now  
15 State Street, Suite 1100  
Boston, MA 02109

## Content and Form of Proposals

The proposal should include information in these categories:

- 1. Background Information**
- 2. Operating Experience**
- 3. Description of Operations Plan(s) and Management;**
- 5. Description of Concept and Marketing Plan;**
- 6. Financial Plan Describing Proposed Fare Structure and Revenue Share**

The Selection Committee will evaluate the proposals in each of these categories and will determine, in its sole discretion, which proposal best serves the overall interests of Boston Harbor Now and the Boston Harbor Islands National and State Park.

### Background Information

1. Name, Address, Telephone Number, and Email address of proposer
2. Description of proposer (Corporation, Partnership, LLC, etc.) and State of Incorporation
3. Evidence that the proposer is qualified to do business in the Commonwealth of Massachusetts
4. Name, Title, Business Address, Telephone Number, and Email address of the person responsible for submitting this proposal
5. Name, Title, Business Address, Telephone Number, and Email address of person with whom to communicate regarding this proposal, if different from above
6. URL for website of the proposing organization, if applicable.
7. Social Media Handles (Facebook, Twitter, Instagram)

### Operating Experience

1. Describe the proposer's experience providing services similar to each of the components included in the proposal
2. Indicate whether or not the proposer has ever partnered with a government agency or non-profit organization, or provided services in a public park, and describe these experiences.
3. List and describe clients or locations where you are operating, or have operated within the last three years, services similar to those requested in this RFP.
4. Please indicate if any agreement for such an operation was ever terminated prior to the term of a contract, and if so why? Indicate by appropriate citation all litigation (including status or results) between proposer and any and all operators or owners.



5. Please attach a list of at least three (3) relevant recent references, with whom the proposer has previously worked and/or who can describe such matters as the proposer's operational service capabilities and financial sustainability.

## Operations Plan and Management(s)

Provide an Operations Plan for the proposed services to the islands. The Operations Plan should include:

1. Your proposed schedule for services and fares.
2. Training requirements for dock concierges and on-board staff.
3. Your proposed point of sale ticketing system and how it will contribute to delivering fast and efficient service for patrons.
4. Any specialized or additional equipment you propose using beyond what is provided.
5. Your plans for routine maintenance of equipment.
6. Your waste management plans.
7. Your safety and security plans.
8. Who will be the primary point of contact for day to day operations and the on-site contact(s) for each component of the service?

## Concept and Marketing Plan

The proposal should include your concept of a marketing plan with particular emphasis on the following:

1. Demonstration of your understanding of marketing services in the ferry service industry. Challenges to a successful venture and suggestions for dealing with them.
2. Thoughts about advertising approaches and mediums or promotions that you would recommend.

Boston Harbor Now will view favorably proposals that demonstrate an awareness of the role of that ferry transportation plays as an integral part of the visitor experience to the Islands and a commitment to partnership with Boston Harbor Now, DCR, and NPS.

## Financial Plan and Capability

Please provide a description of the proposer's financial status, which is sufficient to enable Boston Harbor Now to evaluate the financial qualifications of proposer. Proposed fare structure for routes should be included. In order to allow proposers the flexibility to develop a creative product offering and service level, no specific financial structure is required for this opportunity. Instead, Boston Harbor Now asks that proposers submit a creative financial proposal deemed appropriate for the successful and profitable operation of the service(s) and that will generate revenues for Boston Harbor Now to reinvest in the Park.

## Consideration and Evaluation of Proposals

Boston Harbor Now reserves the right to accept or to reject any or all proposals, to withdraw or amend this request for proposals at any time, to initiate negotiations with one or more proposers, to modify or

amend with the consent of the proposer any proposal prior to acceptance, to waive any informality and to affect any agreement otherwise, all as Boston Harbor Now in its sole judgment may deem to be in its best interest.

Boston Harbor Now will select the proposal that is most responsive to Boston Harbor Now's needs based on a demonstrated ability to successfully operate the requested services, a thoughtful and thorough response to the criteria specified in this request for proposals; and the proposal deemed to be in the best interest of Boston Harbor Now and the Boston Harbor Islands National and State Park.

By submitting a proposal, a proposer agrees that if Boston Harbor Now makes an award to the proposer, the proposer expects to enter into an agreement with Boston Harbor Now.

## Execution of Agreement

The proposer to whom the contract is awarded, shall execute and return to Boston Harbor Now a contract within forty-five (45) calendar days after award along with satisfactory evidence of required licensing and insurance coverage.

## Information Provided

The information contained in this RFP and in any subsequent addenda or related documents are provided as general information only. Efforts have been made to do so, however, Boston Harbor Now makes no representations or warranties that the information contained herein is accurate, complete or timely. The furnishing of such information by Boston Harbor Now shall not create any obligation or liability whatsoever and each Respondent expressly agrees that it has not relied upon the foregoing information and shall not hold Boston Harbor Now liable therefore.

## Confidentiality and Public Records

Any information provided to Boston Harbor Now in any proposal or other written or oral communication between the respondent and Boston Harbor Now will not be, or deemed to have been, proprietary or confidential, although Boston Harbor Now will use reasonable efforts not to disclose such information to persons who are not employees or consultants retained by Boston Harbor Now except as may be required by M.G.L. c.66. As owners of the properties where services will be performed, DCR, NPS and the City of Boston and appropriate City, State and Federal oversight agencies have the right to access information provided to Boston Harbor Now.

If you believe that your proposal contains trade secrets or confidential commercial or financial information, mark the cover page of each copy of the proposal with the following legend: The information specifically identified on the pages of this proposal constitutes trade secrets or confidential commercial or financial information that the Offeror believes to be exempt from disclosure. The Offeror requests that this information not be disclosed to the public, except as may be required by law. You

must specifically identify what you consider to be trade secret information or confidential commercial or financial information on the page of the proposal on which it appears, and you must mark each such page with the following legend: This page contains trade secrets or confidential commercial and financial information that the proposer believes to be exempt from disclosure, and which is subject to the legend contained on the cover page of this proposal.

### No Personal Liability

Neither the members of Boston Harbor Now nor any individual member, officer, agent, or employee of Boston Harbor Now shall be charged personally by the proposer with any liability under any term or provision of the RFP.

### No Representation

Vendor(s) shall not represent himself/herself as an agent of Boston Harbor Now, the Department of Conservation and Recreation, the Boston Parks and Recreation Department, the National Park Service, or any other member of the Boston Harbor Islands Partnership.

## Contract Requirements

In a contract to be executed with the selected operator, Boston Harbor Now will require at a minimum the following;

### Non-Discrimination and Diversity Policy

Boston Harbor Now prohibits discrimination in employment on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, age, Vietnam Era Veteran status, or disability. Boston Harbor Now is strongly committed to developing and maintaining a diverse workforce, and highly values the perspectives and varied experiences which are found only in a diverse workforce. Boston Harbor Now believes that promoting diversity is important to the success of its overall mission. Accordingly, Boston Harbor Now requires its operators and operators to comply with non-discrimination laws and encourages them to promote diversity within their workplace.

### Insurance Requirements

Boston Harbor Now will require the Vendor to provide at its own cost Comprehensive General Public Liability insurance with extensions for Docks, Piers, and Gangways, and Hull Insurance insuring the Operator and indemnified entities as identified in the Agreement, against all claims, suits, obligations, liabilities and damages including attorney's fees, based upon or arising out of actual or alleged bodily injuries, wrongful death and property damage, which may be claimed to have occurred on or about the Operator's Vessel(s), the Gateways, or any other location in Boston Harbor used in connection with

providing water transportation service in accordance with this Agreement, or with the movement of passengers to and from the Operator's Vessel(s), or otherwise relating to the Operator's performance and activities under this Agreement, including endorsement to cover all claims, penalties, and response costs arising from a spill of oil or any hazardous substance into the navigable waters of the United States, in a combined single limit or equivalent split limit of \$5,000,000. Boston Harbor Now, the Massachusetts Department of Conservation and Recreation, the Boston Parks and Recreation Department, the National Park Service, must be listed as additional insureds.

## Internal Controls

Throughout the contract term, the operator will be required to maintain a revenue control system to ensure the accurate and complete recording of all revenues, in a form and manner acceptable to Boston Harbor Now, DCR, and NPS. This revenue control system must maintain detailed sales information from each sales transaction by island location and business source. Specifically, sales information must be recorded via a point-of-sale system and must include details on each sales transaction.

## Reporting Requirements

The operator will annually prepare and submit to Boston Harbor Now, by November 15th of each year, an audited financial report for the year preceding November, i.e. through October that details gross revenues for each of the services. Monthly reports (non-audited) will be required by the 15th of every month during the season for the prior month.

Boston Harbor Now shall have the right at reasonable times and upon reasonable notice to examine the books, records, and other compilations of data of operator(s) which pertain to the performance of the provisions and requirements contained in this Request for Proposals. The operator shall preserve all its accounting books and records pertaining to the contract for a period of three years following the termination or expiration of the contract to be entered into between the operators and Boston Harbor Now.

# Appendix A

## 2019 Scheduled Service and Fares

GETTING HERE	TICKET CENTER	<b>BOSTON</b> Long Wharf North   66 Long Wharf Next to Christopher Columbus Park	<b>HINGHAM</b> Hingham Shipyard   28 Shipyard Drive Park visitors pick up free parking pass at ticket center
	PUBLIC TRANSIT	Blue Line Aquarium Orange Line State or Green Line Haymarket	220 Bus from Red Line Quincy Center MBTA ferry from Boston
	ISLAND SERVICE	Georges, Spectacle, Peddocks Transfer at Georges for more service to Peddocks, Bumpkin, Grape, Lovells	Georges, Bumpkin, Grape, Peddocks, Lovells Via MBTA and park ferry

SPRING / FALL MAY 18 - JUNE 20 / SEPTEMBER 3 - OCTOBER 14

### BOSTON TO GEORGES ISLAND

TRAVEL TIME: 50 MINUTES

#### 7 DAYS A WEEK\*\*

DEPART BOSTON	DEPART GEORGES
10:00 AM	11:00 AM
12:00 PM	1:00 PM
2:00 PM	3:00 PM
4:00 PM*	5:00 PM*

\* Weekends only  
(Tickets sold for 4pm are cruise only)  
\*\* No service May 20-23

### BOSTON TO SPECTACLE ISLAND

TRAVEL TIME: 30 MINUTES

#### WEEKENDS ONLY

DEPART BOSTON	DEPART SPECTACLE
11:00 AM	12:00 PM
1:00 PM	2:00 PM
3:00 PM	4:00 PM

SPRING / SUMMER / FALL MAY 27 - OCTOBER 14

### HINGHAM TO GEORGES ISLAND

TRAVEL TIME: 30 MINUTES

TRAVEL TIP: THIS MBTA FERRY IS FIRST-COME, FIRST-SERVED.

#### WEEKDAYS

DEPART HINGHAM	DEPART GEORGES
10:00 AM	1:25 PM
12:00 PM	3:05 PM

#### WEEKENDS

DEPART HINGHAM	DEPART GEORGES
9:00 AM	12:25 PM
10:00 AM	2:25 PM
11:00 AM	3:25 PM
1:00 PM	4:25 PM
3:00 PM	

### 2019 FARES

ADULT - \$19.95  
CHILD - \$12.95  
SENIOR - \$14.95  
STUDENT/MILITARY - \$14.95  
CHILD UNDER 3 - FREE  
  
FAMILY 4-PACK - \$49  
10 RIDE PASS - \$150  
SEASON PASS - \$225

Visit [bostonharborcruises.com](http://bostonharborcruises.com) or call 617-227-4321 for advance tickets, or purchase in person at the ferry center. Prices reflect round-trip fares. Group rates are available.

Hingham to Georges route is provided by MBTA. Check [MBTA.com](http://MBTA.com) for current fares and pay at the ferry center.

#### SCHEDULE IS SUBJECT TO CHANGE

Free and reduced-cost opportunities are available! Visit [bostonharborislands.org/freeaccess](http://bostonharborislands.org/freeaccess) for information on free ferry days, library passes and more.

SUMMER JUNE 21 - SEPTEMBER 2

Match the route color with the map on pages 4 & 5.

### BOSTON TO GEORGES ISLAND

TRAVEL TIME: 50 MINUTES

#### WEEKDAYS

DEPART BOSTON	DEPART GEORGES
10:00 AM	11:00 AM
12:00 PM	1:00 PM
2:00 PM	3:00 PM
4:00 PM*	5:00 PM

\* Cruise only

#### WEEKENDS

DEPART BOSTON	DEPART GEORGES
10:00 AM	11:00 AM
11:00 AM	12:00 PM
12:00 PM	1:00 PM
1:00 PM	2:00 PM
2:00 PM	3:00 PM
3:00 PM	4:00 PM
4:00 PM*	5:00 PM

\* Cruise only

### BOSTON TO SPECTACLE ISLAND

TRAVEL TIME: 30 MINUTES

#### 7 DAYS A WEEK

DEPART BOSTON	DEPART SPECTACLE
9:00 AM	11:30 AM
10:30 AM	1:30 PM
12:30 PM	3:30 PM
2:30 PM	5:30 PM
4:30 PM	

### BOSTON, SPECTACLE, GEORGES, PEDDOCKS AND LOVELLS ISLANDS LOOP

TRAVEL TIP: CHANGE AT GEORGES ISLAND FOR MORE SERVICE TO PEDDOCKS AND LOVELLS  
READ THIS LOOP SCHEDULE FROM LEFT TO RIGHT

#### 7 DAYS A WEEK

DEPART BOSTON	DEPART SPECTACLE	DEPART LOVELLS	DEPART GEORGES	DEPART PEDDOCKS	ARRIVE BOSTON
9:00 AM	9:40 AM	-	-	10:15 AM	-
-	-	-	10:45 AM	-	-
-	-	11:05 AM	11:25 AM	11:50 AM	-
-	-	12:20 PM	-	-	-
-	12:55 PM	-	1:25 PM	1:50 PM	-
-	2:30 PM	3:00 PM	3:40 PM	4:10 PM	5:00 PM

### HINGHAM TO BUMPKIN, GRAPE, PEDDOCKS, GEORGES AND LOVELLS ISLANDS LOOP

PURCHASE TICKETS AT THE HINGHAM INTERMODAL CENTER. BOSTON PASSENGERS TRANSFER AT GEORGES.  
READ THIS LOOP SCHEDULE FROM LEFT TO RIGHT. FERRY IS FIRST-COME, FIRST-SERVED WITH LIMITED CAPACITY.

#### FRIDAY, SATURDAY, SUNDAY AND LABOR DAY

DEPART HINGHAM	DEPART BUMPKIN	DEPART GRAPE	DEPART PEDDOCKS	DEPART GEORGES	DEPART LOVELLS	ARRIVE HINGHAM
8:45 AM	9:25 AM	10:00 AM	-	-	-	10:10 AM
10:20 AM	-	-	10:45 AM	11:10 AM	11:25 AM	-
-	-	-	-	11:45 AM	-	-
-	-	-	12:10 PM	12:35 PM	12:55 PM	-
-	-	-	1:25 PM	-	-	1:45 PM
2:05 PM	2:45 PM	3:20 PM	-	-	-	3:30 PM
3:40 PM	-	-	-	4:30 PM	4:50 PM	-
-	-	-	-	5:10 PM	-	-
-	-	-	5:35 PM	-	-	-
-	-	5:55 PM	-	-	-	6:05 PM

#### OTHER ISLAND SERVICE

### BOSTON TO THOMPSON ISLAND

TRAVEL TIME: 25 MINUTES

TRAVEL TIP: LEAVES FROM EDIC PIER. CASH ONLY.

#### WEEKENDS ONLY MAY 25 - SEPTEMBER 1

DEPART BOSTON	DEPART THOMPSON
8:00 AM	11:30 AM
12:00 PM	2:00 PM*
2:30 PM*	4:30 PM

\* Saturdays only

### WINTHROP AND QUINCY TO SPECTACLE ISLAND

TRAVEL TIP: LEAVES FROM WINTHROP FERRY DOCK AND SQUANTUM POINT PIER (QUINCY)

#### SATURDAYS ONLY

Visit [town.winthrop.ma.us/ferry](http://town.winthrop.ma.us/ferry) for schedules and trip planning information.

# Appendix B

## Courtesies

### Free or Reduced-Cost Access

The Operator will be requested to provide the following:

- A minimum of 5,500 free tickets during the Summer on weekdays. The Partnership will be providing these complimentary tickets to residents from underserved communities;
- A minimum of 7,500 weekday tickets for access to underserved communities at a reduced rate for children and adults, with these reduced-rate tickets distributed by the Parties;
- Free transport to all Park staff (which include DCR, Partnership, NPS, concession employees, and volunteers). They will be transported at no cost on the regularly-scheduled early morning boat. These account for less than 20 round-trip users per day;
- Accommodation for a library pass program which provides *buy 2 for the price of 1* passes to local libraries. The program has 100 participating libraries in communities throughout the region and generates about 1,000 2-for-1 passes a year.
- A negotiated rate for a limited number of programs and shoulder season charters for school groups to the islands not serviced by weekday ferry service. Vessels would carry minimum 150+ students and staff for an average 3.5 hr round trip, up to 15 dates per year. For island destinations served by weekday shoulder season service, school groups would sail on regularly scheduled passenger vessels provided consistency with schedule and service capacity.

### Additional Courtesy Sailings

In addition to the regular scheduled sailings, the Operator will be asked to provide assistance with special events and programs at rates to be agreed with the Partnership. Some examples of these are:

- A vessel to transport seasonal staff out to the islands one day in each of the two pre-season training periods;
- The Partnership raises funds to provide three Free Ferry days each season and will reimburse the Operator to reflect its operating costs;
- The Operator will be asked to provide an early morning service from Long Wharf to transport runners to Spectacle Island during the annual Fun Run, held on a Saturday in June;
- NPS, DCR and the Partnership co-sponsor four off-season cruises. In recent years, these cruises have included a Veteran's Day cruise, a Winter Wildlife Cruise in January which does not land on any island, a Winter Fortress Cruise in February to Georges Island, an Arts cruise in March to Peddocks, and a cruise in April which transports visitors participating in both DCR's Park Serve Day and NPS's Junior Ranger Day;
- The Operator will be asked to provide service to guests at the Boston Harbor Now's Annual Gala on an evening in June.

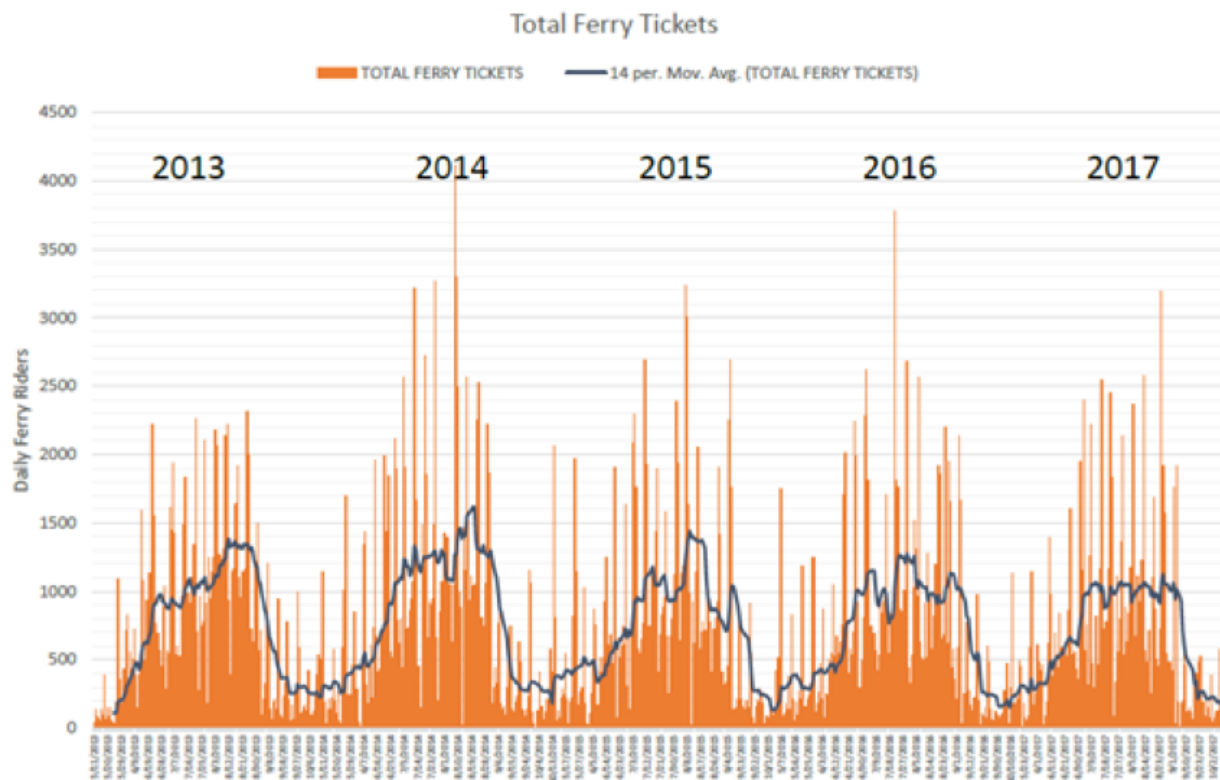
# Appendix C

## Island Ferry Ridership Trends

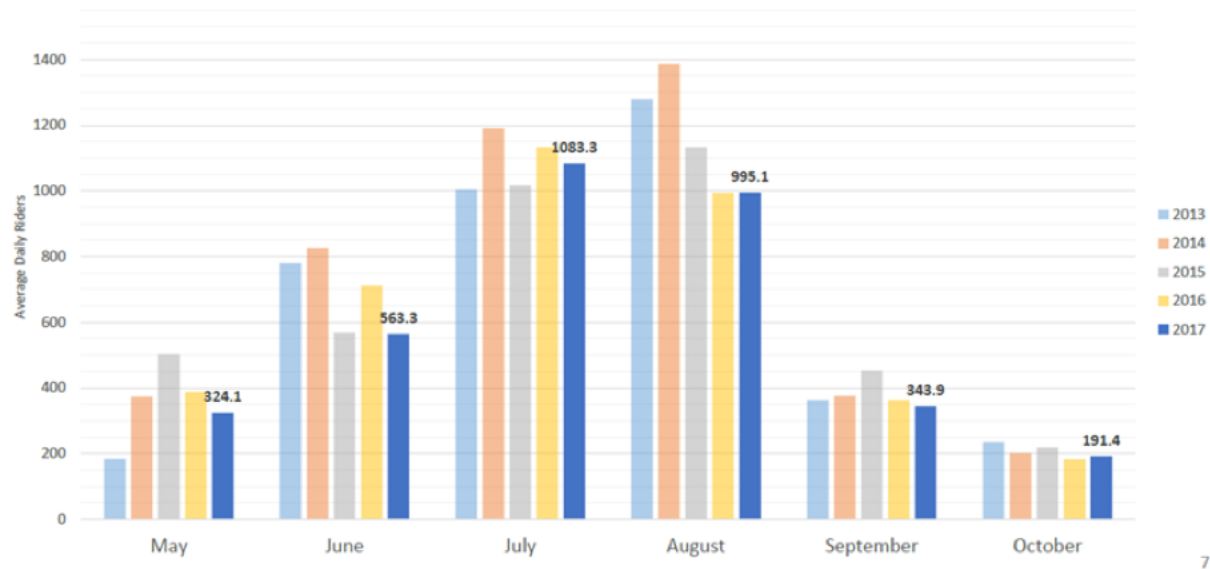
### Annual Visitors to Georges, Spectacle, Peddocks, Lovells, Grape, and Bumpkin Islands

In 2018, the National Park Service analyzed the following data for the years 2013 through 2017. Annual public ferry ridership counts for 2018 and 2019 are contained in the chart found in The Public Ferry Ridership section on Page 4.

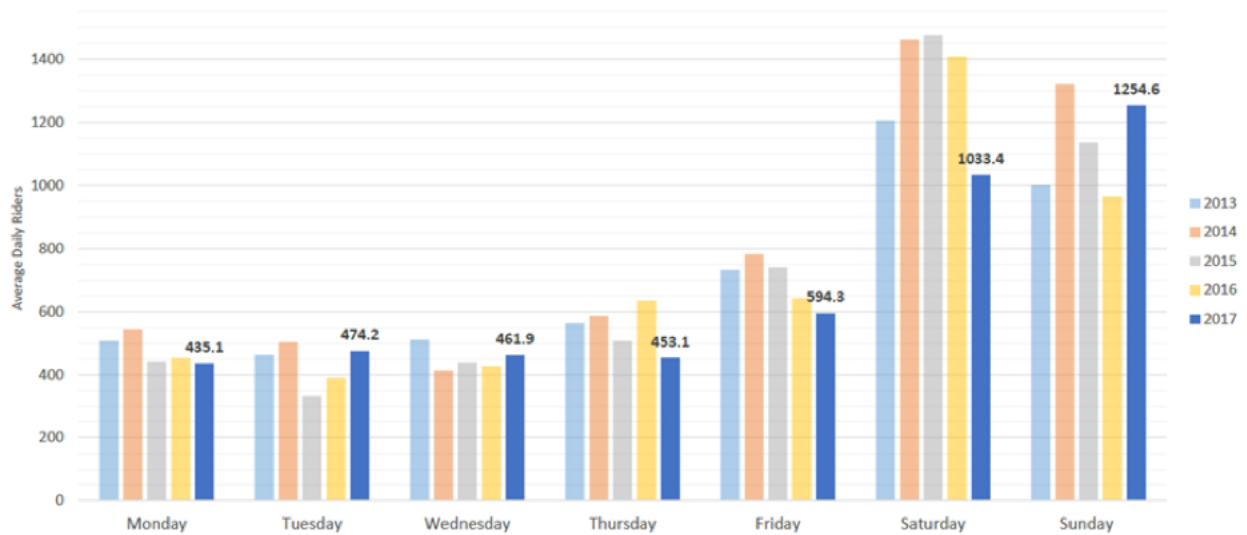
### Total Daily Ferry Riders (2013- 2017)



### Average Daily Ferry Riders by Month (2013-2017)



### Average Daily Ferry Riders by Day of the Week (2013-2017)





# Appendix D

## Public Programming on the Harbor Islands

Each summer Boston Harbor Now works in partnership with NPS, DCR, the City of Boston, and a range of other partners to provide hundreds of free programs on the Islands. You can see an overview of the 2019 island events calendar online at [www.bostonharborislands.org/calendar](http://www.bostonharborislands.org/calendar). A synopsis that was featured in the Park newspaper is as below and some MBTA ad placements are below.



# SPECIAL PROGRAMS

ONE-TIME EVENTS AND SPECIAL SERIES HAPPENING IN THE PARK!

SEE FULL EVENTS CALENDAR AT [BOSTONHARBORISLANDS.ORG/CALENDAR](http://BOSTONHARBORISLANDS.ORG/CALENDAR)

## FREE FERRY DAY MAY 18

Celebrate opening day with a free trip to Spectacle or Georges Island! Tickets are first-come, first-served. **Spectacle & Georges Islands.**

## SPECTACLE ISLAND 5K JUNE 8

Hit the trails on Spectacle Island during our premiere 5K benefiting the park! Event includes 5K run, kids' Fun Run, after-party, prizes and more. **Spectacle Island. 8am-1pm.**

## SPECTACLE SUMMER NIGHTS JUNE 29, JULY 20, AUGUST 31

Pack a picnic dinner and hop on an after-hours ferry out to Spectacle Island, where you'll relax into an evening of sunsets, music, and s'mores on the beach. **Spectacle Island. 5:30pm-8pm.**



## KITE FLYING MINI-FESTS JULY 13 & AUGUST 10

Make a kite and fly it from the harbor's highest point! Enjoy music, watch professional kite flyers, get your face painted and play games. **Spectacle Island. 12-3pm.**

## STREET BAND PARADE AUGUST 4



School of HONK descends upon the island, filling Fort Warren with music! Join the festivities with parade costumes, facepaint, arts and crafts and more. **Georges Island. 2pm-4pm.**

## NIGHT SKY

JULY 13 & 27  
AUGUST 3, 17 & 24

Camp out with park staff and learn to use a telescope to identify constellations, planets, and other celestial features. Stargazing and s'mores are weather permitting. **Pedlocks Island. 8pm-10pm.**



## FREE FUN FRIDAY AUGUST 9



Visit Spectacle or Georges Island for free as part of Highland Street Foundation's Free Fun Fridays! First-come, first-served. Groups of 4 or fewer. **Spectacle & Georges Islands.**

## PEDDOCKS NATURE RETREATS:

**BIRDING** (July 14, August 4, August 18)  
Discover the diversity of bird species that call Peddocks home. **Peddocks Island. 9am-5pm.**

**FOREST BATHING** (July 6, August 11)  
Travel to the islands for a day of mindfulness among the trees. **Peddocks Island. 9am-5pm.**

**BACKCOUNTRY YOGA** (August 17, September 14)  
Your weekend yoga session with a wilderness twist. **Peddocks Island. 9:30am-2pm.**



## ARTIST STUDIOS

Visit and interact with artists in residence Robin McDonald Foley (*Quilting the Islands Together*, August 4-24) Brian Sonia-Wallace, (*Typewriter Island*, August 18-Sept 1). **Locations and times vary. Special open studio August 24, 12-2pm, Georges Island.**



## ILLUMINATE THE HARBOR AUGUST 29

Kick off Labor Day weekend with a Thursday night fireworks spectacular in Boston's inner Harbor brought to you by Boston Harbor Now. **Boston Waterfront. 8:30pm.**

## BOSTON GLOBE ISLAND RUN SEPTEMBER 21

Choose from a 5K or 5-miler and enjoy an after-party aboard the Provincetown II. **Spectacle Island. 10am-3pm.**

## FALL FROLIC SEPTEMBER 28



Celebrate the season with a special fall trip to Peddocks Island featuring guided hikes, marshmallow-roasting and more. **Peddocks Island. 10am-3pm.**

## FREE FERRY DAY OCTOBER 13

Enjoy a free trip to Spectacle or Georges Island! Tickets are first-come, first-served. **Spectacle & Georges Islands.**



# WEEKLY PROGRAMS

FREE & LOW-COST ACTIVITIES HAPPENING EVERY WEEK FROM JULY 1 - LABOR DAY!

PROGRAMS WITH A  HAVE LIMITED CAPACITY, AND REGISTRATION IS RECOMMENDED

## DAILY TOURS & POP-UPS

Staff-guided programs, every day!



Catch a tour of historic Fort Warren on Georges Island every day at 11:15am, 1:15pm and 3:15pm, or hike with a ranger on Spectacle at 11:15am. Pop-up programs and Junior Ranger activities are available on Spectacle, Georges and Peddocks. Ask a ranger for information!

## DISCOVERY WEDNESDAYS

Discover nature in your park



Learn what lies beneath the waves at Spectacle Island with **Beach and Below with the New England Aquarium** from 11:30am-3pm. Or, stop by the Welcome Center for a live **Birds of Prey demonstration with a Mass Audubon bird specialist** from 11am-1pm.

## SCIENCE FRIDAYS

Science and climate on Spectacle






Join a rotating **kid-friendly pop-up activity on Spectacle** at 9:45am. Later, visit the **Coastal Wildlife Discovery Station** from 11:15am-12:15pm or the **Climate Cart** from 3pm-4pm.

## SATURDAY FIT

Get moving outside this summer!



Have your most fun workout yet with **Zumba at the Welcome Center**  at 10:30am, or stretch out with **Island Yoga** on Spectacle at 9:45am. **Make and fly your own kite** from 11:30am-1pm on Spectacle Island. **Join a sailing trip**  from Piers Park Sailing to Spectacle Island at 1pm, or drop in at **map & compass** or **fly casting clinic** on select Saturdays with L.L.Bean. Ready to lend a hand? Work alongside park naturalists on a **Stewardship Saturdays**  trip.

## SUNDAY FUNDAY

Get creative on Spectacle Island



Start your morning right with **rotating fitness classes**  select Sundays on Spectacle at 9:45am. Sit back and relax with Berklee College's **Jazz on the Porch** from 2-5pm, and get your creativity flowing when you drop by the **ArtCart** from 1:30-3:30pm. Leave time to take a dip at the beach or enjoy one of many great picnic spots. Back on the mainland, think big with **Imagination Playground** at the Welcome Center from 11am-3pm.

## HISTORY DAYS AT THE FORT

Saturdays & Sundays on Georges



Every Saturday and Sunday is History Day at Fort Warren! Play **1860's dress-up and games** from 12:15-2:15pm, or join a **kid-friendly fort tour** Saturdays at 11:15am. Don't miss the spooky **Legend of the Lady in Black** at 12:30pm and 2:15pm. Rotating special programs bring the Fort to life, from **living history programs** to **Civil War-era music** and authentic **vintage baseball games**.



## LIGHTHOUSE TOURS

Experience the lighthouses of Boston Harbor Islands National and State Park with a special **three-lighthouse tour**.

Voyage through maritime history on this two-hour cruise with views of Long Island Light, Graves Light, and Boston Light: America's first light station. Onboard narration provided by park staff and volunteers from the United States Coast Guard.

Tours leave twice a day on Saturdays and Sundays between June 29th and September 28th, with additional sunset cruises on select Fridays throughout the season.